

## CURBING STAFF TURNOVER THROUGH EMPLOYEE ENGAGEMENT IN THE RETAIL SECTOR OF NAGPUR

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### ABSTRACT

*This paper aims to identify employee engagement strategies adopted by the organised retail sector of Nagpur to curb the attrition rate among the staff members. The study focuses on identifying if the employee engagement strategies influence both the gender differently. The key variables associated with employee engagement are intrinsic rewards and extrinsic rewards. These rewards instil a feeling of commitment and satisfaction among the employees thereby resulting in employee retention. By conducting a survey, through questionnaire, this study would seek responses from 200 employees working at all the levels in the organised retail sector. The results obtained from the study confirmed that both extrinsic and intrinsic rewards equally influence males and females working in the retail sector of Nagpur.*

**KEYWORDS:** *Employee Engagement Strategies Organised Retail Sector, Intrinsic Rewards, Extrinsic Rewards, Attrition Rate, Employee Retention*

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## 1. INTRODUCTION

### 1.1 Background

Employee engagement is defined as the level of commitment and involvement which an employee has towards his/her organization. Employee engagement is a measureable degree of employees' positive or negative emotional attachment with their job, colleagues and organisation. Engagement profoundly influences their willingness to learn and perform at work (Dormann and Zapf, 2001). Through engagement, employees employ and express themselves, emotionally, cognitively and physically in their roles. According to Jones and Harter (2005) employee engagement denotes the level of involvement and commitment of employees towards their organisations and its values. As per the dimension of engagement employees in business context, employees tend to work with others to improve their performance for the benefit of the organisation (Schaufeli and Bakker, 2004). Employee engagement is considered as a barometer of the success of an organisation. It plays a significant role in determining association of people in an entity.

Rewards in an organisation entail several benefits, which range from working conditions to monetary incentives. These rewards can be classified in two categories as: intrinsic rewards and extrinsic rewards. Intrinsic rewards are non-cash rewards and have no physical existence but are embedded in the job itself. Such rewards can be achieved in the form of achievement, autonomy, professional growth, variety, challenge and responsibility among others (Probst and Brubaker, 2001). Extrinsic rewards are monetary based incentives and have physical existence such as wages, promotions, job security, fringe benefits, social climate, private office space, pay raises, competitive salaries and merit bonuses among others (Howard and Dougherty, 2004). The current study aims to investigate the

role of employee engagement in curbing staff turnover in the retail sector of Nagpur.

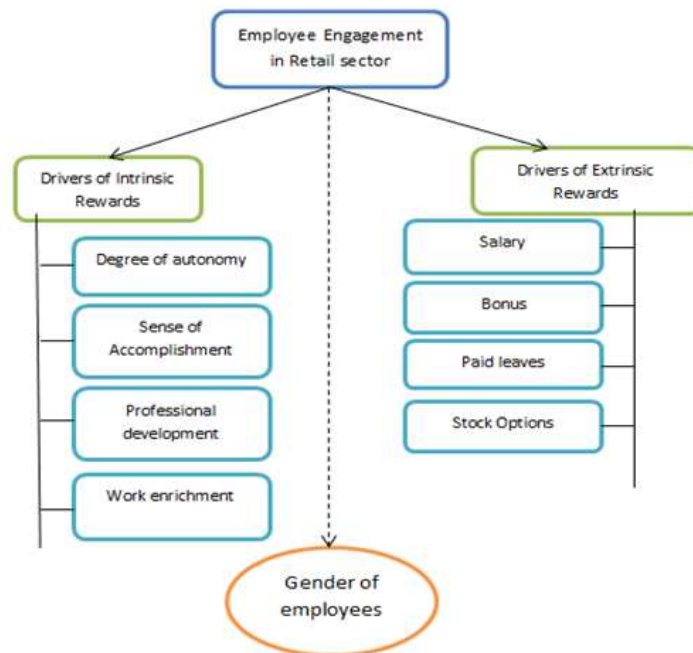
### 1.2 Aim

The primary aim of the study is to understand the impact of employee engagement programs in the retail sector of Nagpur, to curb the rate of staff turnover

### 1.3 Objectives

The researcher has ascertained following objectives to achieve the goal of the study and to effectively address the research problem:

- To analyse the impact of intrinsic rewards in measuring the employee engagement in retail sector
- To analyse the impact of extrinsic rewards in measuring the employee engagement in retail sector
- To analyse the impact of intrinsic and extrinsic rewards on the gender of employees working in the retail sector



**Figure 1: Framework of Employee Engagement**

### 1.4 Research Questions

In order to achieve the objectives of the research the focus of the research is to address the following research questions. These research questions would guide the researcher to conduct the research in a systematic direction:

- Do intrinsic rewards enable in engaging the employees in retail sector?
- Do extrinsic rewards enable in engaging the employees in retail sector?
- What is the impact of intrinsic rewards on the gender of an employee working in retail sector?
- What is the impact of extrinsic rewards on the gender of employee working in retail sector?

## **2. LITERATURE REVIEW**

### **2.1 Employee Engagement**

Goud, Kumar and Goud (2014, p.698) define employee engagement as “the degree to which individual are personally committed to helping an organisation by doing better than what is required to hold the job”. Employee engagement according to Rhoades, Eisenberger and Armeli (2001) is considered as the positive feeling which the employees of an organisation tend to hold towards their job. It also comprises of the motivation and effort which employees put in their job. Raney and Patil (2014) define employee engagement as employees’ satisfaction with, commitment to and involvement with work. Such perception of employee engagement integrates constructs of organisational commitment and job satisfaction (Karsh, Booske and Sainfort, 2005; Kristensen and Westergaard-Nielsen, 2007). Both intrinsic and extrinsic rewards influence employee engagement in different ways.

### **2.2 Extrinsic, Intrinsic Rewards and Organisational Commitment**

Intrinsic rewards are non-monetary rewards that do not have any physical existence. Intrinsic rewards comprises of employee acknowledgment, respect, appreciation, authority to immediate tasks, professional growth and recognition (Berry and Morris, 2008). Extrinsic rewards are financial rewards and have physical existence. Extrinsic rewards include office pay, bonuses, and salaries among others. According to Goud, Kumar and Goud (2014), extrinsic compensation can be provided in the form of job promotion, wages, overtime payments, increments, bonuses, job security and social climate of organisation. These rewards play a critical role in enhancing employee commitment in organisation. Burke (2002) established that commitment in employees can be attained when employees in an organisation embrace and adopt the values as well as goals of organisations as their own. This feeling connect the employees with the organisation. Employee engagement is critical in enhancing both productivity and profitability for the organization (Lazear, 2000).

Organisational commitment nurtures positive relationship of the employees to attain the expected level of organisational performance. Aleweld and von Bismarck (2002) indicated that those employees who lack commitment towards their organisation do not produce expected input, leading to a downfall in their performance and hence they generate less productive outcomes (Lambert, Hogan and Barton, 2001). There are varieties of incentives that can be adopted by an organisation to enhance the commitment of employees. Intrinsic rewards have been found to exert significant influence on the degree of commitment in employees. Allen, Shore and Griffeth (2003) observed that recognising and acknowledging the performance of employees act as rewards. They influence employees to build emotional attachment with the organisation, which in turn improves their commitment towards their job. Extrinsic rewards such as bonuses, paid leaves and salaries play a crucial role in making employees feel appreciated and valued. Hence, by offering better remuneration an organisation can garner great potential of the employees and align their expectation with the values and goals of the organisation (Fitz-enz, 2001). Notwithstanding the fact, committed employees are considered as an important resource to gain competitive advantage, regardless of the type of industry or the organisation.

### **2.3 Impact of Extrinsic and Intrinsic Rewards on Job Satisfaction**

Organisational performance is influenced by the actions and outcomes of contribution done by the employees in their job (Zare, 2012). Organisational productivity in an entity is affected either negatively or positively by rewards. Relation of employees as well as organisational activities influences positively employees’ skills and knowledge, their commitment and organisational productivity (Herzberg, 2003; Gubman, 2004 and Lockwood, 2007). Several past studies

have indicated that reward system is very significant for employees to enhance their productivity. Job satisfaction according to Berry and Morris (2008) is associated with the commitment which an employee possesses towards his or her job. Scholars such as Boswell Boudreau and Tichy (2005) agree that employers benefit when employees manifest high level of job satisfaction because as a consequence they experience higher degree of commitment in them. Not only this, creativity and productivity of employee is also heightened. Extrinsic and intrinsic rewards such as good wages, good work environment, job promotion, overtime payments, increments, bonuses, job security, social climate of organisation, employee acknowledgment, respect, appreciation, authority to immediate tasks, professional growth and recognition play a significant role in ensuring job satisfaction among employees (Dewhurst, 2010) regardless of the industry in which they work. Job satisfaction is indeed a motivational factor, which improves employee commitment thereby renders quality and quantity input from employees. This further leads to enhanced productivity and profitability in an organisation. Mahaney and Lederer (2006) observed that employee engagement lies at the heart of talent retention in organisations. Employee engagement factors according to Berry and Morris (2008) and Harter Schmidt and Hayes (2002) included have focused on the dimensions, such as communication, confidence in the company, credibility of leaders, collaboration between employees, control over own job, contributions, recognition, conveyance of expectations, career advancement and connection. In light of the reviewed literature, following hypotheses have been tested in the current study:

**H<sub>A1</sub>:** Intrinsic rewards have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>01</sub>:** Intrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>A2</sub>:** Intrinsic rewards have a positive impact on the retention of females working in retail sector of Nagpur

**H<sub>02</sub>:** Intrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur

**H<sub>A3</sub>:** Extrinsic rewards have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>03</sub>:** Extrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>A4</sub>:** Extrinsic rewards have a positive impact on the retention of females working in retail sector of Nagpur

**H<sub>04</sub>:** Extrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur

### 3. RESEARCH METHODOLOGY

In order to achieve the objectives of the study different techniques were used to collect the data and thereafter analyse it to obtain the answers to the research questions.

#### 3.1 Research Design

A descriptive survey design was employed to investigate the issue of curbing staff turnover through employee engagement in the retail sector of Nagpur. Quantitative approach was adopted for collecting data as well as data analysis. The current study used both primary and secondary data (Cooper and Schindler, 2006). The primary data collected in the study was cross-sectional since it was collected at one point of time only. Survey questionnaires, comprised of closed ended questions. They were designed in accordance with 5-likert scale and distributed to obtain responses from the sample population (Creswell and Plano Clark, 2010; Cozby, 2009).

### **3.2 Variables**

The research on curbing staff turnover through employee engagement in the retail sector of Nagpur employed both independent and dependent variables. Independent variables included intrinsic and extrinsic rewards. Intrinsic rewards are non-monetary rewards of employees, which include employee acknowledgment, respect, appreciation, authority to immediate tasks, professional growth and recognition. Extrinsic rewards are cash based rewards that have physical existence such as job promotion, wages, overtime payments, increments, bonuses, job security and social climate of organisation. Dependent variables in the study are perception of employees working in the soft goods retail industry on staff turnover through employee engagement in the retail sector of Nagpur.

### **3.3 Hypotheses**

The following null hypotheses were tested using Chi-square:

**H<sub>01</sub>:** Intrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>02</sub>:** Intrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur

**H<sub>03</sub>:** Extrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur

**H<sub>04</sub>:** Extrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur

### **3.4 Sample Population, Sample Size and Sampling Technique**

The sample population targeted in this study were the employees working in the soft goods retail industry. The sample size chosen for the survey was 200 respondents. In the current research, primary data was collected from 200 employees working in the soft goods retail industry of Nagpur. A total of 50 employees each were chosen from four verticals, namely clothing, jewellery, pharmaceuticals, and cosmetics. The retailers employed in the organised sector of retail were the targeted sample population in the study. The rationale for choosing organised sector is, generally, employee engagement programs are conducted by the employers of organised retail sector such as Life Style Mall; Shopper's Stop; Marks and Spencers; Big Bazaar; Reliance Trend Store among others. For the purpose of maintaining confidentiality the names of the respondents and their organisations have been kept anonymous. Random sampling was used in the study (convenience random sampling) to identify respondents who participated in the research. A total of 50 respondents from clothing retail sector participated in the study. Ten retail entities were identified randomly out of which, 5 employees were randomly identified to fill in the questionnaire (Kothari, 2008). Similar pattern was followed for the other three verticals namely jewellery, pharmaceuticals and cosmetics until 200 respondents, 50 from each vertical were identified.

### **3.5 Data Collection and Analysis**

Secondary data and primary data were implemented in the research. Secondary data was derived from past studies while primary data were collected from the survey study, which was conducted in the retail sector of Nagpur (Neuman, 2011). Closed ended questionnaires were designed in accordance with research objectives and research questions (Curran, 2008) were distributed to potential respondents. These respondents hailed from the organised clothing, jewellery, pharmaceuticals and cosmetics retail sector of Nagpur. A total of 200 questionnaires out of 250 were successfully filled, making response rate to be 80%, which was quite impressive. Thereafter, the primary data was extracted from the questionnaires and coded in SPSS software. Finally, the descriptive statistical analysis and chi-square test were used to

analyse the data collected via survey questionnaires (Creswell, 2009).

## **4. RESULTS AND DISCUSSIONS**

### **4.1 Demographic Profile**

The study was aimed to find out the role of employee engagement (via extrinsic and intrinsic rewards) on curbing staff turnover in the retail sector of Nagpur. To address the research question four hypotheses were framed and were tested using SPSS software. The findings obtained after testing the hypothesis gave positive results. In this study 45% respondents belonged to the age group of 18-24 years; 31% to 25 - 34 years; 13% to 35 - 40 years and only 9% to 40 - 60 years. There were 31% employees were graduates; 25% were post-graduates and 28% were diploma holders. Out of 200 respondents, a total of 64% males and 36% females participated in the study. Further, 45.5% general managers; 21% supervisors; 10% employees, 18.5% managers and 4.5% senior managers participated in the study.

### **4.2 Role of Intrinsic Rewards in Retaining the Staff Working in Retail Sector of Nagpur**

There were 58% employees who were aware about the staff turnover and 42% employees were not aware of this practice. Good salary encourages 72% employees to value their work and 64.0% respondents mentioned that they cannot easily leave a company which offers them good wages; when probed further 78.5% respondents accepted that they cannot leave a company that offers them competitive salaries. These findings confirms with the findings of Goud, Kumar and Goud (2014). Pay raises from time to time is another engaging extrinsic reward which could enable in engaging 645 employees in their jobs. Bonus is another factor which is appreciated by 56% employees of the retail sector; alongside 59.0% respondents cited that they leave their company if it provides merit bonuses. Paid leaves are also liked by 69% employees; further good work environment influences 72% employees to stay committed to the company; for 59.0% good social climate is an engaging factor which motivates them to stay with their company.

### **4.3 Role of Intrinsic Rewards in Retaining the Staff Working in Retail Sector of Nagpur**

In this research, 84% employees agreed that promotion encourages them to work harder which indicates organisational commitment in them. A company that values professional development of employees is motivates 61% employees to ensure organisational success; further 78.5% respondents agreed that they value an organisation which supports their professional growth. In this study there were 84% employees who agreed that when company acknowledges my efforts I become more committed; in addition, 62.5% respondents value a company that readily acknowledges their achievements. Respect has been cited as a positive factor by 56% participants. 62.5% of the respondents in this study agreed that they tend to be committed to a company that appreciates them. In addition, 61.0% of the respondents in this study agreed that degree of autonomy in their company enables them value the values of the company thereby inspiring them to even work harder. Work enrichment is also considered as an engaging factor by 59% respondents; offers work enrichment is an additional factor which helps in engaging 57% employees. Sense of accomplishments motivates 78.5% respondents to devote more effort in achieving organisational goals. 55.0% of the respondents in this study agreed that they cannot easily leave a company that offers them job security. This indicates that the current organisations working in the retail sector might not be offering job security to retain the staff. Fringe benefit is another crucial aspect which motivates 61% participants to stay with their company. Gender equality is also reported to be a significant factor which helps in retaining 61% employees in the organisation. Fairness in conduct is also valued by 56.0% to enhance their engagement with the company. There were 63.0% respondents who agreed that they value degree of autonomy. There were 78.5%

respondents agreed that they whole heartedly embrace and adopt the values as well as goals of the company as their own.

In alignment with the findings of the research the first hypothesis confirms that as the p value is less than 0.05, it can be concluded that intrinsic rewards positively impact the retention of males working in retail sector of Nagpur. These results are in sync with the findings of Raney and Patil (2014); (Karsh, Booske and Sainfort, 2005; Kristensen and Westergaard-Nielsen, 2007).

The second hypothesis of the study confirmed that intrinsic rewards have a positive impact on the retention of females working in retail sector of Nagpur since the p value of the study is less than 0.05. These findings confirm with the findings of Aleweld and von Bismarck (2002) and Lambert, Hogan and Barton (2001) wherein they mentioned that employees who lack commitment towards their organisation do not produce expected input.

Further, hypothesis 3 and 4 mentioned that extrinsic rewards are also effective in retaining the employees of retail sector in Nagpur. Extrinsic rewards such as salary, bonus and paid leaves are effective external rewards which enhances their commitment and satisfaction towards the organisation. This study was instrumental in highlighting that both internal and external rewards enables in retaining both the genders in the retail sector of Nagpur.

## **5. CONCLUSIONS**

The significant findings from this study were conclusive as following: the findings of the study indicate that both the males and females are equally influenced by the external and internal rewards. Not only extrinsic rewards such as salary, bonuses and paid leaves play an important role in retaining employees, rather intrinsic rewards also helps in retaining the employees. Notwithstanding the gender differences, rewards are effective means to retain the employees in a scenario where attrition has become a major problem.

## **6. LIMITATIONS AND FUTURE RESEARCH**

At present, the study did not take into consideration the impact of employee engagement strategies on the 'level of designation of employee'. It is recommended that the future researches can investigate the impact of intrinsic and extrinsic rewards on various levels of employees working in the retail sector. This study has studies the impact of employee engagement strategies on the gender of employees only. But, future researcher can also probe further to understand the role of age to determine the appropriate employee engagement technique for retaining employees.

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## APPENDICES

### Appendix One: Key Findings

**H<sub>01</sub>:** Intrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur  
In order to test hypothesis no 1, a one sample t test was applied by using SPSS.

Table 1

One-Sample Test							
Gender		Test Value = 3					
		T	Df	Sig. (2-Tailed)	Mean Difference	95% Confidence Interval of The Difference	
						Lower	Upper
Male	Intrinsic rewards	20.961	127	.000	.55048	.4985	.6024

The table above shows that the t value corresponding to the mean value of intrinsic rewards with a fixed mean value of 3 was 20.961 and its corresponding p value is 0.000<0.05. Since, the p value is less than 0.05, we can conclude that intrinsic rewards have a positive impact on the retention of males working in retail sector of Nagpur. Hence, the null hypothesis can be rejected and alternate hypothesis can be accepted.

**H<sub>02</sub>:** Intrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur  
In order to test hypothesis no 2, a one sample t test was applied by using SPSS.

Table 2

One-Sample Test							
Gender		Test Value = 3					
		T	Df	Sig. (2-Tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Female	Intrinsic rewards	14.048	71	.000	.50962	.4373	.5819

The table above shows that the t value corresponding to the mean value of intrinsic rewards with a fixed mean value of 3 was 14.048 and its corresponding p value is 0.000<0.05. Since, the p value is less than 0.05, we can conclude that intrinsic rewards have a positive impact on the retention of females working in retail sector of Nagpur. Hence, the null hypothesis can be rejected and alternate hypothesis can be accepted.

hypothesis can be rejected and alternate hypothesis can be accepted.

**H<sub>03</sub>:** Extrinsic rewards do not have a positive impact on the retention of males working in retail sector of Nagpur  
In order to test hypothesis no 3, a one sample t test was applied by using SPSS.

**Table 3**

One-Sample Test							
Gender		Test Value = 3					
		T	Df	Sig. (2-Tailed)	Mean Difference	95% Confidence Interval of The Difference	
						Lower	Upper
Male	Extrinsic rewards	21.899	127	.000	.53809	.4895	.5867

The table above shows that the t value corresponding to the mean value of extrinsic rewards with a fixed mean value of 3 was 21.899 and its corresponding p value is  $0.000 < 0.05$ . Since, the p value is less than 0.05, we can conclude that extrinsic rewards have a positive impact on the retention of males working in retail sector of Nagpur. Hence, the null hypothesis can be rejected and alternate hypothesis can be accepted.

**H<sub>04</sub>:** Extrinsic rewards do not have a positive impact on the retention of females working in retail sector of Nagpur  
In order to test hypothesis no 2, a one sample t test was applied by using SPSS.

**Table 4**

One-Sample Test							
Gender		Test Value = 3					
		T	Df	Sig. (2-Tailed)	Mean Difference	95% Confidence Interval of The Difference	
						Lower	Upper
Female	Extrinsic rewards	12.623	71	.000	.48090	.4049	.5569

The table above shows that the t value corresponding to the mean value of extrinsic rewards with a fixed mean value of 3 was 12.623 and its corresponding p value is  $0.000 < 0.05$ . Since, the p value is less than 0.05, we can conclude that extrinsic rewards have a positive impact on the retention of females working in retail sector of Nagpur. Hence, the null hypothesis can be rejected and alternate hypothesis can be accepted

## Appendix Two: Survey Questionnaire

### Curbing Staff Turnover through Employee Engagement in the Retail Sector of Nagpur

Dear Respondent,

Kindly, this is an academic survey curbing staff turnover through employee engagement in the retail sector of Nagpur. The survey requires your **HONEST** response with regard to every section of the questionnaire. Since this is an academic survey, your views in the survey will be held private only for purposes of achieving the study aim and objectives. Hence, your personal details will remain anonymous to any third party.

#### Section 1: Demographic and General Work Information

General Information (Please Select the Appropriate Choice by Marking One Check-Box)	
1. Age:	<input type="checkbox"/> <18 years <input type="checkbox"/> 18-24 years <input type="checkbox"/> 25-34 years <input type="checkbox"/> 35-40 years <input type="checkbox"/> 40-60 years
2. Education Level:	<input type="checkbox"/> O/A-Level <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Doctorate's degree

3. <b>Gender:</b> <input type="checkbox"/> Male <input type="checkbox"/> Female
4. <b>Designation:</b> <input type="checkbox"/> Senior Manager <input type="checkbox"/> Assistant Manager <input type="checkbox"/> General manager <input type="checkbox"/> Supervisor <input type="checkbox"/> Employee

### Section 2: Work Experience and Conversance

4. Are you well conversant with the subject of curbing staff turnover through employee engagement in the retail sector of Nagpur?

☐ Yes ☐ No

### Section 3: Show Your Level of Agreement/Disagreement

Kindly Circle Only one Answer which Shows Your Level of View Based on Practical Experience with the Below Listed Statements	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
<b>Managers and Employees</b>					
5. Good salary makes me value my work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
6. Job security makes me committed to my company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
7. Promotions makes me like my job and work harder at my workplace	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
8. Bonuses make me become attached to my company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
9. I work even harder when my leaves are paid	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
10. Good work environment contribute in influencing me to be committed to the company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
11. A company that values my professional development is a company makes me devote myself in ensuring its organizational success	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
12. I tend to be committed to a company that acknowledges my efforts	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
13. I tend to be committed to a company that respects me as its employee	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
14. I tend to be committed to a company that appreciates me	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
15. Degree of autonomy in a my company enables me value the values of the company thereby inspiring me to even work harder	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
16. Work enrichment enables me like my job and my company and in return I commit myself to offering quality services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
17. A company that allow me feel sense of accomplishments motivates me to even devote more effort in achieving organizational goals	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
18. I cannot easily leave a company that offers me job security	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
19. I cannot easily leave a company which offers me good wages	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
20. I cannot easily leave a company that offers good fringe benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
21. I cannot easily leave a company that ensures suitable social climate	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
22. I cannot easily leave a company that offers competitive salaries	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
23. I cannot easily leave a company that provide merit bonuses	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
24. I cannot easily leave a company that consider pay raises from time to time	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
25. I cannot easily leave a company that readily acknowledges my achievements for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Section 3: Contd.,					
26. I cannot easily leave a company that respects me irrespective of genders, background and any basis for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
27. I cannot easily leave a company that appreciates me for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
28. I cannot easily leave a company that supports my professional growth for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
29. I cannot easily leave a company that recognize me fairly for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
30. I cannot easily leave a company that ensure degree of autonomy for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
31. I cannot easily leave a company where I feel a sense of accomplishment for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
32. I cannot easily leave a company which offers work enrichment for another	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
33. When a company takes care of my needs I wholeheartedly embrace and adopt the values as well as goals of the company as my own	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5